

SELECTMEN'S MEETING MINUTES
Aug. 16, 2010

Members Present: Lynda Walsh, Chairman
Larry Harrington, Vice Chairman
Jim DeVellis, Clerk
Lorraine Brue
Paul Mortenson

Others Present: William R. Scollins, III
Kevin Paicos

The meeting was brought to order at 6:00 p.m. by Lynda Walsh, Chairman.

6:00 – Lynda Walsh explained that this meeting was to interview two candidates for the position of Town Manager. She said candidate, William R. Scollins, III would be the first to be interviewed by the Board at 6:15 p.m. The second would be Kevin Paicos at 7:30 p.m. Lynda reviewed the process; the same questions would be asked of each candidate. After hearing the candidates and discussions, the Board would take time to research and consider each candidate's qualifications and a vote would be taken at the meeting scheduled for August 24, 2010.

A brief discussion ensued relative to questions from the audience, getting questions to the Board members for discussion on August 24, 2010 and keeping questions consistent for each candidate. Lynda explained that the questions, to ensure consistency, had been prepared by the Search Committee with suggestions from members of the Board.

Randy Scollins – Randy thanked the Search Committee for considering his application and the opportunity to interview as a finalist in the search. He said he had been very fortunate to start his career in a capital investment banking firm where he established a lasting relationship with his "mentor". As his career moved along, he took every opportunity to learn and understand the financial business. He said he has worked with the brightest minds in the financial world. He spoke in more detail about his time at Staples during tremendous business growth demonstrating leadership and responsibility. He started in financial planning, saw an opportunity in Foxborough, served on the Advisory Committee and saw what he could do for the finance department in Town. He said he has "loved the job ever since". Randy pointed out that Andy Gala had involved him in most of the responsibilities of Town Manager including operations, personnel matters and collective bargaining. He has worked side by side with Andy Gala, he knows the job, the people, the department heads as well as the boards and committees.

Some of the key issues Randy sees facing the Town include the sewer strategies and the funding for that, comprehensive road repair and funding, financial strategies to sustain Town services, expansion of the Web site and updating the telephone system as well as ongoing litigations. He said he has many ideas to discuss; one being the idea of an Assistant Town Manager. His proposal would be a net zero incremental cost to the Town; combine Town Manager - CEO & CFO and retain a Town Accountant. He feels this would be a move toward consolidation where appropriate. He would not be interested in the position without the intention to hire an Assistant Town Manager. Randy briefly explained his ideas of the responsibility of the Town Manager and what role the Assistant Town Manager would assume. He said there are many thoughts he would discuss with the Board. A brief discussion was held with questions from the Board relative to establishing priorities and the relationship between the Town Manager and an elected Board that changes each year.

Randy said he had been involved in labor contract negotiations with Andy Gala including the arbitration process. He would advocate for consistency and fairness in dealing with the various labor unions. He would address each proposal on its merits keeping the door open and the dialog going. In addressing the issue of wage increases for the unions, Randy would continue the approach of zero increases as part of the ingredients to keeping the Town solvent. He pointed out there are some opportunities to increase revenue that may have to be reconsidered, such as the meals tax. He feels the Town needs to work aggressively to promote commercial development and to work towards streamlining services. He would recommend the implementation of a master plan for where the Town wants to be down the road. This would involve discussions and input from all committees, boards and departments.

Randy explained he had performed evaluations at very detailed levels and he would bring an annual performance process for all employees. In the beginning he would have regular staff meetings and establish goals and objectives. The question was asked about how quickly Randy would move to hire an Assistant Town Manager. His goal would be to have the position posted right away, evaluations would be done within 30 to 90 days and to have the individual on board as soon as possible. In reference to establishing a Department of Public Works as part of consolidating departments, Randy pointed out that this would require legislation. Randy spoke of his relationship with the School Superintendent and School Committee. The resources are split 50/50 between the School Department and the Town side. The discussions are very transparent so that everybody can see the same information.

Randy said he would pursue a Mass Certified Procurement Officer certification. He has a good understanding of how to deal with services in Town. He would bring management abilities to bear by being more engaged with the departments to help bring them to the next level. He feels he has the knowledge,

experience and leadership qualities to become the Town Manager for Foxborough.

Kevin Paicos – Kevin spoke of his experience as Town Manager. He said he has been Town Manager for “close to 30 years” and has served a number of communities increasing his professional opportunities. When he first heard of the Town Manager position available in Foxborough, he really did not anticipate becoming a candidate. After many personal calls and suggestions, he changed his mind and decided to submit his resume. He did some research and met with a few people in Town, this position is closer to his home and he feels it is important to live in the community where he works. He saw this as an opportunity to be part of a good team. Another factor was that the Town has a charter and he is more comfortable with a community that has clear rules for everybody.

Kevin gave some highlights of his positions as Town Administrator. He was Town Administrator for Dover, MA where he worked with a “wonderful” group of selectmen. He moved to Winchenden and after that had a series of managerial positions. He worked in the town of Seabrook, where there is a nuclear power plant, while gaining experience. He pointed out that it is typical being in a community as Town Administrator only three or four years. He was in Easton a community with “lots of challenges” for fifteen years. He said this was the professional highlight of his career. While he was there, the Town received “stunning” awards. He said the Southeast Regional Service Group was formed in Easton and he is proud to have been a part of that. While in Ashburnham he received orders to deploy overseas; deployment was delayed in 2007. He accepted a position in Hingham where he is presently employed.

In looking at Foxborough Kevin researched the Town’s finances, looked at the budget and the last audit. Some observations he cited included an issue with the Reserve Fund balance; he feels the Town could put more into that account. He said he would try for a Triple A Bond rating. He said he increased the bond rating in Easton. He noted that the overall revenue has declined. He said the real problem is OPEB - \$61M unfunded liability. The Town has to start funding that. He said any public budget can be cut by 10% without impacting services and there are many ways to do that. Kevin distributed copies of ideas he has on cutting the budget, increasing user fees across the board and trying to negotiate union contracts at lower levels.

Kevin said it is important to set goals and he would have discussions with department heads and the chairmen of committees to establish goals. He feels it would not be difficult to meld the goals and objectives. The goals and objectives would become the basis for annual performance reviews. He would try to have as much contact with as many people as possible in the first thirty days to try to get a sense of community. He said the most important task for the new Town Manager is to build a relationship with the Board of Selectmen based on great trust. He described in fair detail steps he would take should an issue become

divisive pointing out that he would always ask for the matter to be discussed openly. Such discussions can be either formal or informal as long as they are respectful and productive. He absolutely respects the authority of the Board of Selectmen.

Kevin touched briefly on his length of stay as Administrator of the many Towns that he has served. He pointed out that he had stayed at Easton for fifteen years but at other Towns the stay was relatively short. He said the reasons for moving frequently have nothing to do with how he did his job but there were any other factors that entered into his decisions. He said he is not one to say he is going to be on a job for many years, in most instances the length of stay is around 4 or 5 years. When asked about the reasons for leaving Ashburnham, Kevin gave a brief explanation that related to a \$400,000 budget error by the town accountant and how that was addressed through budget cuts. He said it created enormous controversy related to salaries. That was the reason he interviewed for Hingham.

Jim DeVellis asked about Kevin's position on regionalization. While at Easton, Kevin said he called for a conference on regionalization and was amazed when 150 people showed up. The results of that and other meetings was the Southeast Regional Service Group was formed; a regional health group was formed to allow for individual insurance and other regional activities including equipment purchases for the DPW. He is in favor of a regional Public Safety Dispatch system as a means of saving money for the Town.

Lynda Walsh asked Kevin to comment on negotiations with labor union contracts and what strategies would be used to resolve an impasse or dispute. Kevin explained that he would put together a negotiating team to work with the unions and look for advice from the Board of Selectmen. The team would meet with the bargaining union representative. Kevin pointed out that he would be "absolutely truthful and honest" in such meetings. He has had years of bargaining with many unions and feels they are equals at the table. He said a necessary ingredient in negotiations is to be as fair as possible, honest and respectful.

Kevin spoke about long term planning for Foxborough. This would include meetings and decisions made about where the Town wants to go. He would engage the entire community and over the course of six months put together a strategy plan for seven to eight years. Regarding the issue of evaluations of personnel, Kevin said he would look at what works best and does not take an enormous amount of time. He would use goals and objectives and a professional development plan combined with what is expected to be achieved during the course of a year. He said there are always rewards that should be recognized such as step increases and/or other financial rewards. He has found this to be very successful with the unions.

Kevin explained that his “style” is collaborative. He puts people together to try to resolve issues and he is a strong proponent of the team approach. He said this means a lot of meetings and that takes a lot of time. He said he “loves this job” no matter where he does it. He said he would not try to be what Andy Gala was. There are all ways of doing things and he is extremely adjustable. He will present ideas and new ways of doing things. He pointed out that he is happy in Hingham but this job offers some incredible opportunities

Motion by to adjourn by Larry Harrington. Seconded by Paul Mortenson.

Vote: 5-0-0 Meeting adjourned at 9:30 P.M.

Jim DeVellis, Clerk